

COLORADO STUDENT LOAN PROGRAM

P F P

*CLASSIFIED PAY FOR PERFORMANCE
PLANNING AND APPRAISAL*

PLANNING

Performance planning occurs annually on a fiscal year basis (July to June). Performance plans are due June 15th prior to the start of the appraisal period (Initial plans are effective for the period of 7/01/01 to 6/30/02). Performance plans for new employees must be in place within 30 days after the employee's initial hire date. Performance plans must be in place within 30 days after a change in supervisors.

The employee can draft the performance plan and revise it with the supervisor or the supervisor can establish the draft and fine tune it with the employee. The employee and supervisor must meet to finalize the plan.

If a supervisor fails to prepare a plan and/or evaluation, the next level supervisor (reviewer) does. If neither of the supervisors develops a plan, the responsibility goes up the chain of command until the plan is completed as required. Supervisors who fail to plan with and evaluate their employees are subject to action under CRS 24-50-118 (suspension without pay for not less than one work week!!!), and are not eligible for performance awards. (see Failure to Rate section)

An agency review of the performance plan by the supervisor's supervisor or other high level manager (Human Resources Manager reviews for the Director's staff) occurs prior to final completion of the performance plan to:

- Assure alignment of the value added results with the CSLP strategic plan (i.e.: managers results should align with supervisors, and supervisors should align with employees, employees results should align with team and overall agency goals); and
- Assure that adequate performance standards and measurement trackings are provided so the employee can perform well and the supervisor can rate appropriately.

Progress reviews can be completed at any time. That is, during the year the supervisor and employee discuss performance and change the plan if necessary.

Value-Added Results Requirements:

- All employees must have a value-added result which includes measurement of **satisfactory completion of training requirements beginning Fiscal Year 2003.**
- **Any employee who supervises must have a value-added result** which includes measurement of effectiveness in performance planning and evaluation.
- Value-added results and measurement tracking methods must **incorporate all core competencies established by the Department of Personnel.**

A competency is a measurable pattern of skills, knowledges, abilities, behaviors and other characteristics that an individual needs to perform work roles or occupational functions successfully. Core Competencies are:

Communication

Effectively communicates by actively listening and sharing relevant information with co-workers, supervisor(s), and customers/clients so as to anticipate problems and ensure effectiveness of CSLP and the work unit.

Interpersonal Skills

Interacts effectively with others to establish and maintain smooth working relations.

Customer Service

Works effectively with internal/external customers/clients to satisfy service/product expectations.

Accountability

Employee's work behaviors demonstrate responsible personal and professional conduct, which contribute to the overall goals and objectives of CSLP and the work unit.

Job Knowledge

The employee is skilled in job-specific knowledge which is necessary to provide the appropriate quantity and quality of work in a timely and efficient manner.

Any employee who has issues related to his/her performance plan (or lack thereof), can have those issues reviewed through CSLP's Dispute Resolution Process.

How to Create Performance Plan Worksheets

Step 1 Review the organization's goals.

Ask the manager for a copy of the organization's goals and manager's goals. The manager will explain the goals and specify the ones to which you directly contribute. If the organization or manager's goals are not yet finalized, continue drafting the plan and revise it later.

Step 2 Identify internal and external customers and the products and services each customer expects from the position.

Draw a customer diagram for the position with a box for the job title, a box for each type of customer (both internal and external), and a list of products and services provided to each.

Step 3 Identify the value-added results of the position.

List the items on the customer diagram. Eliminate duplicates and items not worth measuring. Make certain each item listed is a value-added result, with a noun as the focus of the statement.

Turn any *services* into value-added results. To help identify the value-added result of a service, ask, "What is left behind when I go home at night after providing this service?" or "What products come from these actions?" or "What does my customer walk away with at the end of the service?" or "What is the organization really paying me to produce here?" The nouns that answer these questions are the value-added results of the services.

Add any results that support the organization's goals. For each organizational goal affected, ask "What value-added results do I produce that can help the organization reach this goal?"

Make sure the results account for a least 80 percent of the job for the coming year.

Try to limit the number of results to five to nine. If there are more than nine results, shorten the list by combining some into *sub-results* of larger results.

Value-Added Results Requirements:

- All employees must have a value-added result which includes measurement of **satisfactory completion of training requirements beginning Fiscal Year 2003.**
 - **Any employee who supervises must have a value-added result** which includes measurement of effectiveness in performance planning and evaluation.
 - Value-added results and measurement tracking methods must **incorporate all core competencies established by the Department of Personnel.**
-

Step 4**Assign a weight to each result to communicate your view of the relative priorities.**

Identify the importance of each result to the organization. Write high, medium or low by each value added result. After you finish assigning weights, make sure that they reflect the relative importance of each result.

Step 5**Develop measures for each result.**

If any measure listed on the organization or manager's goals makes sense as a measure for one of the value-added result, use it.

If a measure in one of the performance measurement examples makes sense for one of the value-added results, use it.

If you are not satisfied with any of the existing measures, then:

For each result, determine which *general* measures (i.e., quantity, quality, cost, and timeliness) are important.

For each general measure, ask yourself, "How can I measure the (quantity, quality, cost, or timeliness)?"

If you can measure the result with numbers, write down the units to be counted or tracked.

If you can only describe the performance, write down who would judge the work and the factors to be evaluated.

Measurement tracking can include customer ratings, peer ratings, or 360 feedback.

Step 6 **For each measure, create performance standards that describe outstanding, commendable, good, and needs improvement performance.**

If the measure is:	Then:
Numeric	<p>Ask, “How many am I expected to produce?” or “What level of performance must I achieve to help the organization achieve its goals?”</p> <p>Write the performance standard as a <i>range</i> for each performance level to allow for variance. Exceeding the top of the range for Commendable performance represents Outstanding performance. Below the bottom of the range for Good performance is the point where management would say this is a problem worth discussing.</p>
Descriptive	<p>Ask “For each factor, what would the judge see that shows you have done a job that <i>meets expectations for each rating level?</i>” What would this judge <i>hear</i> your customers <i>saying</i> that means you have done a job that <i>meets expectations for each rating level?</i>”</p> <p>List the judge, the factors, and what constitutes outstanding performance for each factor. Repeat the process to define <i>commendable</i>, <i>good</i>, and <i>needs improvement</i> performance. Write the description of <i>outstanding</i> performance beginning with “Outstanding =...”.</p>

Step 7 **Check the performance plan using the following guidelines.**

Does the list of results:

- Describe value-added end products, and not activities or categories? (Are nouns the focus of the results, rather than verbs?)
- Specify the critical results needed by the position’s customers?
- Account for 80 percent or more of the job for the coming year?
- Contain no more than five to nine results?
- Have weights that describe the relative importance of each result?
- Include all core competencies?
- Include effectiveness of performance management for supervisors?
- Include satisfactory completion of training requirements?

Does each performance standard:

- Allow verification that the performance standard has been met? Can it be seen or can knowledgeable persons agree that the performance standard has been met?
- Appear to be achievable?
- Appear practical to track and monitor?
- Use a range when the measure is numeric?
- Have a judge, list of factors, and expectations for each rating level in the factors when the measure is descriptive?
- Require perfection only when no errors can be tolerated?
- If achieved, have an impact on achieving the organization’s goals?

Step 8 **Create the tracking system.**

Decide how you will track the data to determine if the performance standards have been met. Answer the following questions to create and check the tracking system:

- What data needs to be collected?
- How much data will be collected? (include sample size if not collecting all data)
- When will the data be collected?
- Who will collect the data?
- Who will receive the data?
- Name of report (if one exists)?

Does the tracking plan:

- Address every measure and core competency on the performance plan?
- Have employees collecting the data wherever possible?
- Direct employees to collect data relevant to the performance standards?
- Direct employees to collect data as soon after the performance as possible?
- Look like the value of the data collected will be greater than the effort involved in collecting it?

Do the tracking reports:

- Use existing reports rather than create new ones?
- Use the fewest-possible pieces of paper?
- Allow the employees to compare the actual performance with the standard without looking back at the performance plan?
- Have room for comments to describe special circumstances?
- Appear practical to complete and use?

Measuring Team Performance:

Generally teams have both individual and team value-added results that are measured. The simple way is to notate “shared,” “team measure,” or “individual measure” on the performance standard listed on the worksheet.

Consider the weights for teams versus individual performance standards.

PERFORMANCE APPRAISAL

The annual appraisal process is conducted on a fiscal year basis. That is, approximately one month (June 1) prior to the end of the fiscal year (June 30). Initial ratings must be provided to Human Resources by June 15th. The appraisal process must be completed by June 30th.

Evaluations of performance can be done any time during the rating period. At the end of the rating period, or a change in supervisors, performance appraisal is mandatory.

Performance appraisal consists of five steps:

- Progress review interview between supervisor and employee;
- Completion of the appraisal form by the supervisor;
- Agency review of the appraisal by supervisor's supervisor or other high-level manager;
- Review of all CSLP ratings by Senior Managers;
- Appraisal interview between supervisor and employee.

THE PROGRESS REVIEW INTERVIEW

Supervisor and employee will meet at least once during the year to review and discuss progress to-date and, if necessary, make adjustments to the performance plan. It is preferable to conduct the progress review at mid year. This progress review must be documented.

UNDERSTANDING PERFORMANCE RATING LEVELS

Job performance for each value-added result is evaluated at four possible rating levels:

O=	Outstanding	=	Employee - <i>Consistently or significantly exceeded</i> expectations.
C=	Commendable	=	Employee – <i>Frequently or considerably exceeded</i> expectations.
G=	Good	=	Employee - <i>Consistently met</i> expectations, occasionally exceeded expectations and rarely failed to meet expectations.
NI=	Needs Improvement	=	Employee - <i>Occasionally failed or was generally somewhat below</i> expectations or <i>Consistently or significantly failed to meet</i> expectations.

RATING

During the evaluation, the rater:

- Using the tracking methods, collects actual performance data for the value-added results;
- Documents the actual performance on the Performance Plan worksheet;
- Applies a rating level for each value-added result;
- Reviews the rating levels and weights of each value-added result and assigns an overall performance rating for the period.

- When there is one or more interim performance plan ratings during the year, the rater needs to consider/factor in those ratings in determining the overall annual rating. The overall annual rating will be based on the time periods and ratings received in all rating periods.
- When there is more than one rater (supervisor), all available raters must review the overall performance rating for each supervisor and assign one (1) annual overall performance rating.
- Employees on a team must receive an individual rating, which can be comprised of only team or individual results or a combination of team and individual results.
- CSLP shall not establish quotas or forced distribution processes for determining the number of ratings in any of the four performance levels.

FAILURE TO RATE

Supervisors must rate each of their employees. If a supervisor does not rate an employee, then the reviewer must rate that employee. If neither the supervisor nor the reviewer rates the employee, the responsibility goes up the chain of command until the rating is completed as required. If no rating is given, the final overall evaluation will be good.

Absent extraordinary circumstances, classified designated raters who fail to complete performance plans and/or evaluations in accordance with established timelines shall be given a corrective action by the Director to complete these plans and/or evaluations and shall not be eligible for any anniversary increase or performance award. If designated raters fail to complete the performance plan or evaluation within 30 days of the corrective action, a Rule 6-10 meeting shall be held. If the Rule 6-10 meeting establishes that the plans and/or ratings were not completed, the designated rater shall be disciplinarily suspended from work, without pay, in increments of one workweek for failure to conduct performance plans and/or evaluations in a timely manner.

Absent extraordinary circumstances, non-classified designated raters who fail to complete performance plans and/or evaluations in accordance with established timelines shall be given a performance documentation letter by the Director to complete these plans and/or evaluations and shall not be eligible for any salary increase. If the non-classified supervisor fails to comply with the provisions of the performance documentation letter, the Director or his designee will determine if the plan or rating was completed in a timely manner. If the plan or rating was not completed in a timely manner, the supervisor will be suspended from work, without pay, in increments of one workweek for failure to complete performance plans or evaluations in a timely manner.

NEEDS IMPROVEMENT RATING

An overall rating of "Needs Improvement" shall require either:

- a formal performance improvement plan, which is not a corrective action, or;
- a corrective action be given to the employee at the same time.

A reasonable amount of time must be given to improve. If performance is still Needs Improvement at the time of the re-evaluation, a corrective action is given. Subsequently, if performance does not improve after the corrective action is given, a disciplinary action shall be taken.

AGENCY REVIEW

An agency review of the performance evaluations by the supervisor's supervisor or other high level manager (Human Resource Manager reviews for Director's staff) occurs prior to final completion of the performance evaluation to:

- determine that measurement tracking methods described in the performance plan were utilized to complete the rating;
- monitor the quality and consistency of performance ratings by supervisors under their management;
- determine that performance measurements were applied uniformly when different employees had the same jobs and measurement criteria;
- determine that no quotas or forced distribution processes were used for determining the number of ratings in any of the four performance levels.

The initial agency review must be completed by June 15th. The supervisor notifies Human Resources of the rating. Human Resources inputs ratings into the allocation model to generate reports that identify ratings by:

- occupational group;
- race;
- gender;
- age;
- rate of pay;
- department;
- supervisor.

These reports will be reviewed by Senior Managers and the Manager of Human Resources to further assure the quality and consistency of ratings prior to giving employees their final rating. Once approved, notice will be given to supervisors to finalize the rating with employees.

APPRAISAL INTERVIEW

This process generally takes place after the Senior Manager's review is final. The supervisor and employee meet to discuss the final rating. The employee signs the appraisal form. If the employee refuses to sign, notate such on the form. The appraisal form must be given to Human Resources by June 30th.

If a supervisor meets with an employee to discuss rating results prior to the Senior Manager's review, inform the employee that the rating is not final.

DISPUTE RESOLUTION PROCESS

Any employee who has issues related to his/her performance evaluation, can have their issues reviewed through CSLP's Dispute Resolution Process. This dispute resolution process is a review mechanism that is open and impartial and allows the parties an opportunity to have issues reviewed objectively. The dispute resolution process is described in CSLP Policy PL-33 – *Pay For Performance Dispute Resolution* and is available on CSLP's intranet. CSLP's Human Resource Department will distribute CSLP Policy PL-33, Pay for Performance Dispute Resolution, annually prior to May 30th.

CLASSIFIED PAY FOR PERFORMANCE PLANNING AND APPRAISAL

IDENTIFICATION

Employee Name _____

Social Security Number _____

Appraisal Period _____

PLANNING SECTION - (due June 15 prior to start of appraisal period)

The employee has been provided a performance plan where 80% of the duties and current objectives have identified performance standards, measurement tracking, and core competencies.

SUPERVISOR SIGNATURE

DATE

REVIEWER SIGNATURE

DATE

EMPLOYEE SIGNATURE

DATE

agree () disagree () with the performance plan.

PROGRESS REVIEW - (due once a year - preferably mid year)

Discussion of Progress during Appraisal Period held on: _____

Supervisor Initials _____ Employee Initials _____

APPRAISAL SECTION (initial due June 15 and final due June 30 of appraisal period)

The overall Performance Rating for the period was _____

SUPERVISOR SIGNATURE

DATE

REVIEWER SIGNATURE

DATE

EMPLOYEE SIGNATURE

agree () disagree () with the performance evaluation.

DATE

KEY TO RATING LEVELS

Outstanding: Employee **consistently or significantly** exceeded expectations.

Commendable: Employee **frequently or considerably** exceeded expectations.

Good: Employee **consistently met** expectations, occasionally exceeded expectations and rarely failed to meet expectations.

Needs Improvement: Employee **occasionally failed or was generally somewhat below** expectations or **consistently or significantly failed to meet** expectations.

Performance Plan Worksheet

Name _____

Page _____ of _____

Value-Added Results/Weights		Performance Standard	Tracking Method	Actual Performance	Rating